

RINGKASAN

Indonesia memiliki jumlah penduduk yang besar sehingga daya saing sumber daya manusia perlu ditingkatkan, terutama dalam menghadapi transformasi digital. Program *Digital Talent Scholarship Fresh Graduate Academy* (FGA) bermitra dengan Metrodata Academy yang diinisiasi oleh Kementerian Komunikasi dan Informatika sebagai upaya melaksanakan lima arahan Perencanaan Transformasi Digital. Penelitian ini menggunakan metode kualitatif menggunakan validitas data melalui triangulasi data wawancara, observasi, dan dokumen. Program tersebut melibatkan kemitraan bersama Metrodata Academy, mencerminkan teori "*hollow state*" yang mengedepankan fleksibilitas dan integrasi.

Penelitian menunjukkan bahwa mekanisme, struktur, dan metode insentif dalam kemitraan *Digital Talent Scholarship* FGA telah berjalan baik, tanpa terjadi fragmentasi dengan menonjolkan fleksibilitas, yang terbukti efektif dan terintegrasi. Struktur kemitraan, yang terpusat pada satu inti agensi, menciptakan efisiensi koordinasi. Pada aspek insentif (modal, sumber daya, sistem, dan pembagian kerja) telah berjalan baik sesuai dengan teori *hollow state*. Keselarasan visi-misi antara kedua pihak mencerminkan prinsip-prinsip kemitraan seperti kesetaraan, transparansi, dan saling menguntungkan. Pola kemitraan yang diterapkan dapat diidentifikasi sebagai *linear collaborative partnership*, tanpa hierarki atau ketergantungan yang signifikan.

Hasil penelitian menunjukkan bahwa program *Digital Talent Scholarship* FGA dianggap efektif dalam meningkatkan keahlian di bidang IT, meskipun terdapat kekurangan dalam mekanisme pengumpulan dokumen administratif. Oleh karena itu, saran-saran yang diusulkan melibatkan optimalisasi lima arahan perencanaan transformasi digital, perbaikan mekanisme administratif, peningkatan mekanisme pembelajaran, diversifikasi program, dan peningkatan aksesibilitas informasi program. Dengan mengimplementasikan saran tersebut, diharapkan program ini dapat terus berkembang dan berdampak positif pada pengembangan SDM di bidang IT.

Kata kunci: digital talent scholarship, *hollow state*, kemitraan, pengembangan sumber daya manusia

SUMMARY

Indonesia possesses a substantial population, necessitating an enhancement of human resource competitiveness, particularly in the face of digital transformation. The Digital Talent Scholarship Fresh Graduate Academy (FGA) program, in collaboration with Metrodata Academy and initiated by the Ministry of Communication and Informatics, seeks to implement the five directives of Digital Transformation Planning. This research employs a qualitative methodology, ensuring data validity through triangulation of interview, observation, and document data. The program involves a partnership with Metrodata Academy, reflecting the "hollow state" theory that prioritizes flexibility and integration.

The study indicates that the mechanisms, structure, and incentives in the Digital Talent Scholarship FGA partnership have been successful, avoiding fragmentation by emphasizing flexibility, proving to be effective and well-integrated. The partnership structure, centralized within a core agency, creates coordination efficiency. In terms of incentives (capital, resources, systems, and workload distribution), it has functioned well in line with the hollow state theory. The alignment of vision and mission between the two parties reflects partnership principles such as equality, transparency, and mutual benefit. The applied partnership model can be identified as a linear collaborative partnership, without significant hierarchy or dependence.

The research results indicate that the Digital Talent Scholarship FGA program is considered effective in enhancing skills in the IT field, although there are shortcomings in the mechanism of collecting administrative documents. Therefore, the proposed suggestions involve the optimization of five directives for digital transformation planning, improvement of administrative mechanisms, enhancement of learning mechanisms, diversification of programs, and increasing program information accessibility. By implementing these suggestions, it is hoped that this program can continue to evolve and have a positive impact on human resource development in the IT sector.

keyword: digital talent scholarship, hollow state, human resource development, partnership